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DD/S 68. 2935

7 June 1968

MEMORANDUM FOR: Deputy Director for Support

THROUGH : Director of Personnel

SUBJECT : Status of Action on Recruitment and Testing Programs

REFERENCE : A. DD/S Memo to D/Pers, dated 21 May 1968, Subject: "Report of the Committee on Professional Manpower"

B. DD/S Memo to D/MS and D/Pers, dated 27 May 1968, Subject: "Applicant Testing Program"

1. This memorandum is for information. It reports action taken and to be taken, along lines indicated in the references, toward accomplishing revisions in the field recruitment and applicant testing programs.

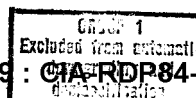
2. As background for discussion of recruitment I have attached at Tab A a description of current methods and techniques, including advertising. This responds particularly to paragraph 6 of reference A. At Tab B is a summary report of the Cooperative Education and Summer Intern Programs which includes discussion of recruitment sources and methods.

3. With respect to colleges and universities upon which to focus recruitment efforts we based our review on the following data:

a. An analysis of the 294 schools which were proposed on 30 April 1968 by Chief, Recruitment Division for coverage by field recruiters, in terms of the degrees held from each by current Agency employees. This gave us a measure of the relative productivity of these schools as sources. (Tab C)

b. Lists of schools recommended as productive sources by heads of three major substantive offices: Dr. E. L. Allen, D/OER; Mr. James A. Brammell, D/BGI; and [redacted] DD/OSI. (Tab D)

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c. The A&E Staff list of 69 "quality" schools, prepared for the Committee on Professional Manpower. (Tab E)

d. Recommendations of the recruiters with respect to the quality/productivity of schools in their respective areas.

After comparing and cross-checking this material we drew up a revised list of academic institutions which appear to be the most productive sources of high quality personnel. These we subdivided into three categories according to the priority of attention to be given each. The revised list, arranged alphabetically by category and by recruitment region, is attached at Tab F. Category I schools, 115, are those upon which major recruitment effort should be placed. Category II, 140, should get perhaps one visit per year. Category III, 34, should be contacted primarily through correspondence and advertising. It should be noted that six schools, marked with an asterisk, one in Category I and five in Category II, are predominantly Negro institutions (Howard, Dillard and Grambling Universities, Jackson State, Morgan State, and Tennessee A&I).

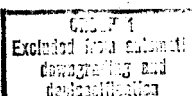
4. With respect to applicant testing, the following actions have been taken:

a. C/A&E completed his revision of the FCDP and submitted it to you for review and coordination on 3 June. It is now undergoing review.

b. Action has been completed to obtain and have available when needed space for testing purposes in Federal buildings in eight locations: New York, Philadelphia, Boston, Minneapolis, Chicago, Austin, Los Angeles and San Francisco.

c. In connection with our review of the proposed recruitment coverage of colleges and universities, we re-examined the list of Test Center locations. Although we might anticipate safe use of campus test centers in most areas, including some campuses where we will not interview, we concluded that it would be wise to move now to Federal space in those areas where there appears to be any likelihood of questioning or obstructionism. We have asked the Office of Logistics, therefore, to arrange with GSA for access to Federal space in sixteen (16) additional locations:

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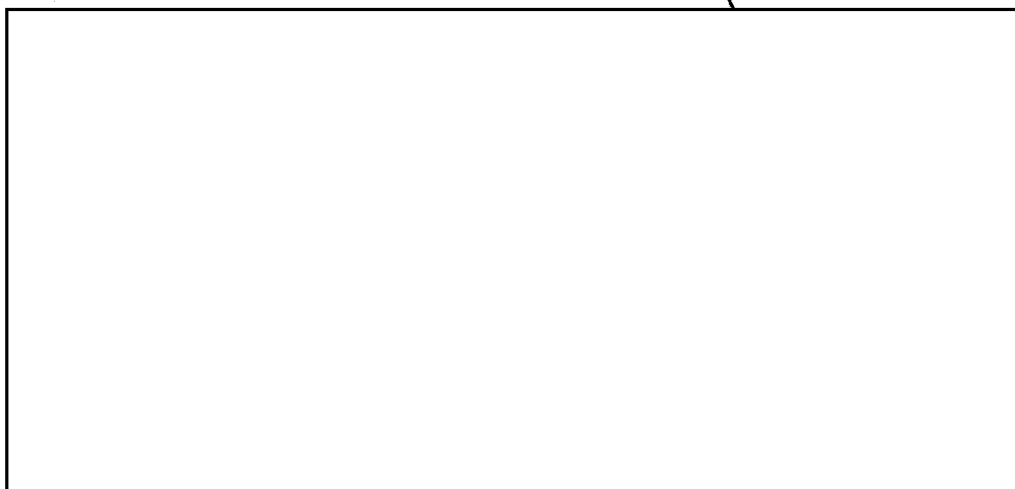
Madison, Wisconsin
Ann Arbor, Michigan
East Lansing, Michigan
Honolulu, Hawaii
Springfield, Mass.
Albany, New York
Providence, R. I.
Denver, Colorado

Gainesville, Florida
Indianapolis, Indiana
Iowa City, Iowa
New Haven, Conn.
Buffalo, New York
Rochester, New York
Syracuse, New York
Ithaca, New York

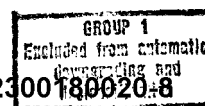
Action is under way by telephone and by letter to accomplish the necessary surveys and coordination.

25X1 d. We obtained from the A&E Staff and from the Civil Service Commission copies of the Federal Service Entrance Examination, the Foreign Service Officer Examination and the NSA Professional Applicant Test, plus explanatory and evaluative comment. In addition, [redacted] OP, met with Dr. Al Maslow and Mr. John Beckman of the Commission for discussion of the FSEE. Attached at Tab G are brief descriptions of these tests; a summary of PATB and a copy of the Agency's current contract with the [redacted] for PATB administration; and copies of memoranda for the record concerning conversations with Messrs. Maslow and Beckman.

25X1 e. During the past two or three weeks I have had discussions, individually and in groups, with Directorate representatives concerning their needs for and the uses made of the professional applicant test results. They include:



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25X1 It is evident that there is no uniformity in the way customers regard the test nor is there agreement upon the value of the individual items in the battery. Uses made of the results in employment decisions range from practically none in DDS&T to an exaggerated overreliance in ☐ CTP is the customer which makes the most consistent use of all the test information in its selection decisions, but always in relation to other data concerning the applicant and as only one part of the evidence. There are only two generalizations upon which there was majority agreement:

(1) Given their preferences, most customers would like to keep the whole test battery because it contains something for everybody and they fear they might lose something if it were changed;

(2) If it became necessary to give half the test in the field with the other half available at Headquarters as needed they could live with it.

5. With respect to the recruitment program, if you agree with the lists of schools proposed for coverage our next actions will be:

a. Develop and issue a revised academic recruitment schedule for field recruiters.

b. Work out with the substantive offices a plan for coordinating our campus contacts and arranging joint recruitment visits where feasible.

c. Prepare an advertising schedule for next year.

We have had discussions of "b." with DDI and DDS&T representatives and have received full agreement in principle. The next step will be the scheduling of specific actions. At the same time we have begun to review the recruitment requisition system to explore ways of providing better and more timely guidance to recruiters.

6. With respect to the testing program, whatever the decision may be on abbreviating or dividing the PATB, action remaining includes:

a. Completion of arrangements to procure the additional off-campus test sites. This will be done by Recruitment Division through OL and GSA.

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b. Renegotiation of the [] contract to cover changes in the location of test sites and changes in the length or content of the test. This will be done by A&E Staff and OL.

c. Briefing of campus authorities concerning PATB at those schools where testing will be continued. This will be done by field recruiters.

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d. Delivery to [] test centers, of the revised test materials.

7. Action on the foregoing items will be reported as it is completed.

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[]
Deputy Director of Personnel
for
Recruitment and Placement

Atts. (w/original only)

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FILE *Personnel 15*

DD/S 68-2567

21 MAY 1968

MEMORANDUM FOR: Director of Personnel

SUBJECT : Report of the Committee on Professional Manpower

1. At the Deputies' meeting on 16 May 1968 the Executive Director-Comptroller discussed some of the findings of the Report of the Committee on Professional Manpower. Suggestions were offered on ways to improve both the quality of personnel and the recruitment procedure. The Executive Director specifically emphasized improvement of the recruitment procedure and the injection of new techniques and new methods of getting at applicants.

2. I proposed that the following action would be taken in concert with representatives of the other Directorates:

a. A special group will be convened under the direction of [redacted] with representatives from the other Directorates, to draft a Recruitment Program emphasizing the following considerations:

(1) Reducing the numbers of colleges and universities to be visited by recruiters thereby concentrating recruiting on the most productive sources and permitting the recruiters to spend more time with promising individuals in the recruitment interview process. The list of 68 universities set forth in Tab J of the Report are those which tend to show a correlation between the career potential of an applicant and the quality of the educational institution and should be considered in the review. I pointed out that such a list would not be static but would continuously change in accordance with developments at the universities and as requirements for recruitment may vary. There are various ways of analyzing the list of productive universities but the consensus of the group was that a considerable reduction in university and college campuses to be visited would permit a greater concentration on quality.

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(2) It was suggested that the present informal arrangement whereby DD/S&T and DD/I personnel contact specific individuals on the campuses for recruitment purposes be formalized and coordinated into a regular system. This would utilize the technique of a scientist recruiting a scientist or an economist recruiting an economist. The consensus of the group is that the present informal arrangement might be greatly improved by putting this on an organized basis at the direction of the Recruitment Division and specifically calling upon the various components to directly participate in the recruiting of technical and special categories.

(3) The now-existing liaison and contact arrangements between elements of the Agency such as DD/I and DD/S&T with certain schools and departments of quality universities should be exploited by the Recruitment Division. It was suggested the Recruitment Division call upon these officers to introduce the recruiters through advance contacts or directly participate or seek out the names of potential applicants. Mr. Gordon Stewart stated that this was an area where existing contacts could be more beneficially exploited.

(4) There are in the Manpower Report a number of other recommendations, questions or suggestions pertaining to the recruitment system which should be considered for incorporation into the recruitment program.

(5) It is understood that the number of applicants to be recruited in the next several years will be considerably reduced from present requirements and the refinement of recruitment techniques should be for the targeted approach rather than the "shot gun" approach.

(6) Please make certain that you include in your proposal the various recruitment approaches and techniques of locating potential applicants as are currently employed in the recruitment

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program. I refer to the newspaper advertising, the solicitation through professional societies and organizations, the cooperative program, the summer-intern program, liaison with the selective service system, the arrangements with the military services at their Separation Centers, the industrial and business contacts and other similar sources. In regard to the newspaper and magazine recruitment advertising, please structure this in a time-phased organized program which would fit within the recruitment cycle. It appears sometimes that recruitment advertising is the result of a momentary inspiration rather than an organized program that fits within the whole cycle of recruitment.

b. The subjects of career management, Midcareer Program and the Agency's image were not considered by the Deputies' group and accordingly should not be considered in the recruitment program to be considered by the special group.

3. It is requested that action on this proposal be undertaken immediately and I ask your advice as to the earliest date on which the completed proposal can be expected. I must advise the Executive Director as he will want to make this the subject of an early meeting of the Deputies' group.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

DD/S:RLB:maq (20 May 68)

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CONFIDENTIAL

DD/S 68-2667

27 MAY 1968

MEMORANDUM FOR: Director of Medical Services
Director of Personnel

SUBJECT : Applicant Testing Program

1. At our meeting on 20 May 1968, I requested that the Deputy Director of Personnel for Recruitment and Placement chair a working group of Office of Personnel and Office of Medical Services personnel to discuss basic problems in establishing a revised Applicant Testing Program on various campuses and in several cities around the country.

2. The discussion at the meeting clearly indicated a need to consider alternative methods and procedures to accomplish testing deemed essential by Agency customers and our program of applicant analysis. I expect the group to examine various alternatives, considering campus pressures that may be exerted, allegations that some tests may be contrary to the provisions of the Ervin Bill, the length and composition of field testing, cost factors involved in field testing vs Headquarters testing, etc.

3. I recognize that our target of 1 July 1968 for the renewal of our Agency Testing Program may not be entirely attainable. We should move forward with this Program as soon as possible however, and I would therefore like to have an interim report from the working group by 7 June 1968.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

SA-DD/S:RBW:dIk (22 May 68)

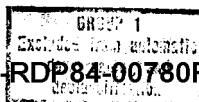
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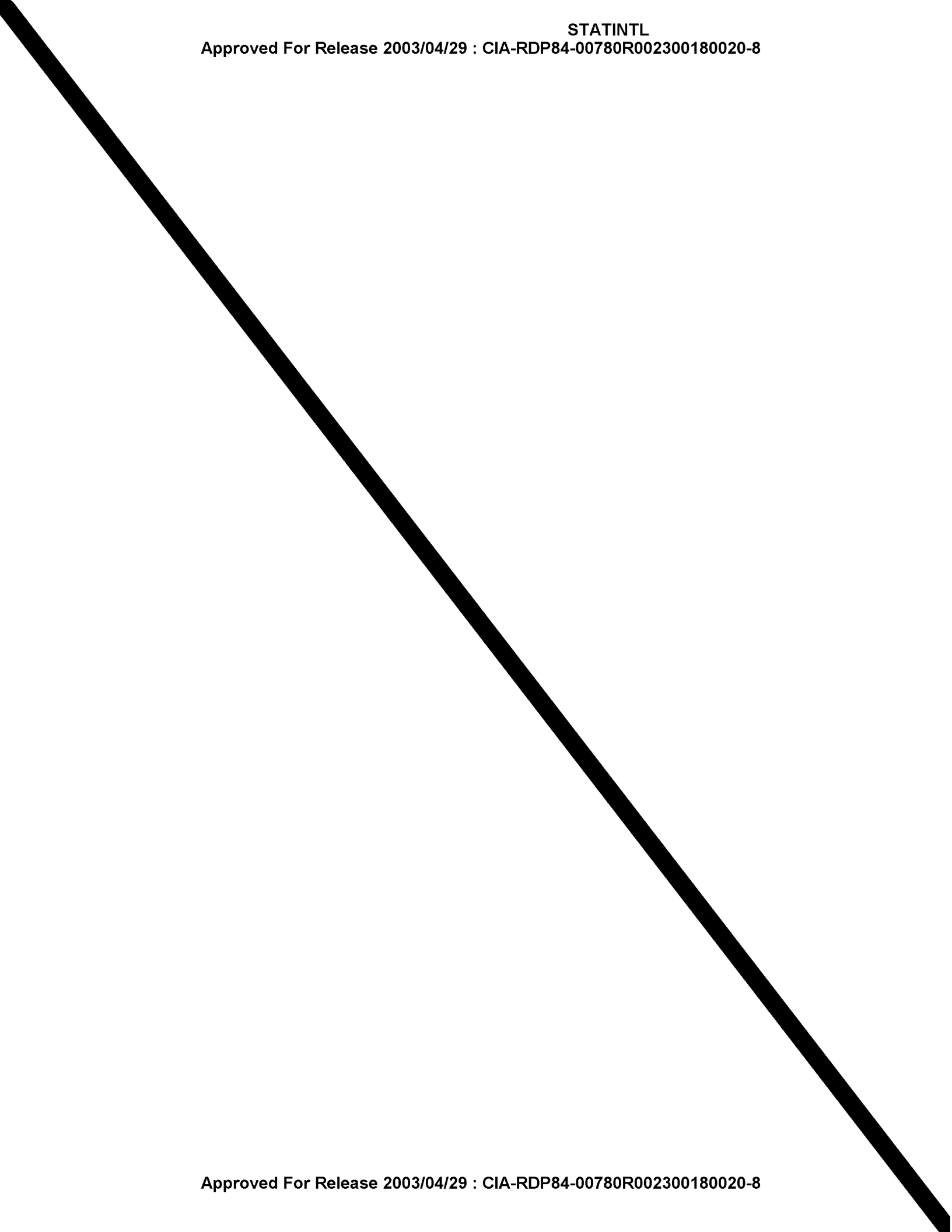
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